

**Reducing Staff Turnover and Burnout:
Tips for Team Leaders**



Gary Morse, Ph.D. – *Places for People, Inc.*
Michelle Salyers, Ph.D.
Angie Rollins, Ph.D.
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With Grateful Acknowledgement to our Colleague:
Maria Monroe-DeVita, Ph.D.
Email: gmorse@placesforpeople.org

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Workshop Goals

- ☑ Provide practices and strategies to reduce burnout and turnover on your teams
- ☑ Provide practices and support for your team – and you – to experience more joy, meaning, and satisfaction in your work

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Plan for Our Time Together

1. Background on Burnout
2. Individual Practices: Mini-BREATHE
3. Small Group Exercise 1: Appreciative Inquiry
4. Break
5. How is dealing with burnout different for team leaders
6. Strategies to reduce burnout and turnover for supervisors/teams
7. Small Group 2: Putting it all together
8. Discussion and wrap-up

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**Background on Burnout, Turnover,
and Its Remediation**

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ACT Teams and Burnout

- ☒ People come to this work to "help others"
- ☒ ACT workers can play very important roles/ lots of responsibility
- ☒ Admission criteria for ACT → Challenging population
- ☒ Team may provide some buffer:
 - Increased support
 - Increased expertise
 - Shared responsibility
- ☒ But, often low pay, little autonomy, work place stressors, external forces requiring greater accountability, fewer resources
- ☒ Results in increased sense of pressure

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Difficulties in our work

- ☒ High turnover rates (20-50% per year)
- ☒ High levels of burnout (20-67%)
 - Emotional exhaustion
 - "Depersonalization" (negative, cynical attitudes and feelings about clients)
 - Diminished work accomplishment/reduced sense of job efficacy

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Consequences of Burnout and Turnover

- ☒ For staff: physical and mental health, substance abuse
- ☒ For consumers: reduced continuity of care, less effective services, poor expectations from staff
- ☒ For agencies: costs of absenteeism, hiring, recruiting and training new staff

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Interventions for Burnout in MH

- ☒ Morse et al. 2011 review
- ☒ 8 controlled studies
 - 6 Europe; 2 US
 - 2 RCTs, 6 quasi-experimental
 - Most in inpatient settings
- ☒ Short follow-ups - most is one year post-intervention
- ☒ Small samples, attrition

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BREATHE: A Promising Program to Reduce Burnout

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Pilot Study: Mental Health Center

- ☞ Burnout Reduction: Enhanced Awareness, Tools, Handouts and Education—BREATHE
- ☞ Large Community Mental Health Center in Indianapolis
- ☞ “Burnout prevention” pilot study open to all employees
- ☞ Day-long retreat at low-cost hotel conference room

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BREATHE Program

- ☞ Didactic and experiential day-long workshop
- ☞ Functional analysis and relapse prevention framework
- ☞ Content includes:
 - Mindfulness and contemplative practices
 - Breathing exercises
 - Visualization/imagery
 - Social support
 - Setting priorities and boundaries
 - Cognitive restructuring & values clarification
- ☞ Create personalized burnout prevention plan during the day

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Methods

- ☞ Pre-post design, with two baselines
- ☞ 6-week follow-up
 - Burnout, satisfaction, intention to turnover, attitudes towards clients
- ☞ Qualitative data on utility at 3 weeks
- ☞ Offered 5 different dates, full-day training with lunch

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Results

- 103 registered, 84 attended, 74 completed follow-up
- 91% report the training was helpful
- At 3 weeks, "how are your burnout strategies going?"
 - 92.4% using some strategies
- Most commonly used strategies:
 - 49% deep breathing
 - 29% making or creating time for oneself
 - 22% imagery or meditative techniques

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6-Week Follow-up (N=74)

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Burnout Across Time

Emotional Exhaustion	Depersonalization

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What the BREATHE Program is Like

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Common Signs of Burnout

- **Physical and Emotional**
 - Depression
 - Irritability
 - Helplessness and anxiety
 - Insomnia
 - Headaches
 - Poor appetite
 - Chest pain
 - Gastrointestinal disturbances
- **Interpersonal**
 - Deterioration in social and family relationships
 - Withdrawal from interaction with clients
 - Increased impatience in interactions
 - Lower marital satisfaction
- **Job Attitudes**
 - Lower job satisfaction
 - Lower organizational commitment
- **Behavioral**
 - Higher levels of drug, alcohol and tobacco use
 - Higher levels of absenteeism
 - Negative communication with coworkers about management
 - Poor job performance
- **Turnover Intentions**
 - Thinking about or planning to leave job

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Burnout Triggers and "Antecedents"

- **Client Factors:**
 - High service needs
 - Perceived as "difficult to help"
- **Job Factors**
 - Frequent and long-term services
 - Work overload: more work than time
 - Role ambiguity
 - Role conflict
- **Worker/Personal:**
 - Lack of support from family
 - Stressful life events
 - Limited active coping skills
- **Organization Factors:**
 - Lack of support from co-workers or leaders
 - Lack of structure and clear expectations
 - Low autonomy
 - Lack of team cohesion
 - Job/financial insecurity
 - Inadequate promotion opportunities
 - Lots of work "hassles"

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Warning Signs and Triggers!

My personal (or supervisor's) signs of burnout are.....

Triggers for my (or supervisor's) feeling burned out are.....

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Be aware of personal
 "EARLY" warning signs & triggers

How to Approach Burnout

Principles

Practices

Plan

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Burnout Prevention Principles

- ☑ Personal responsibility
- ☑ Take the inner path/facing the shadows
- ☑ Serving, not fixing
- ☑ Trust the process
- ☑ Present-oriented
- *☑ Care for yourself
- ☑ Ecological perspective

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Practices for Coping and Wellness

- ☞ Contemplative
- ☞ Physical
- ☞ Cognitive - Philosophical
- ☞ Gratitude
- ☞ Social
- ☞ Create mini-retreat rituals
- ☞ Other/personal

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Relaxation Response

- ☞ Physiological effects
 - Lower heart rate
 - Lower blood pressure
 - Reduce muscle tension
 - Slows breathing
- ☞ Emotional/spiritual benefits
 - Increased life purpose
 - Increased life satisfaction
 - Increased sense of spirituality

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Practices for Coping & Wellness

- ☞ Contemplative/cornerstone practices
 - Mindfulness
 - Taste
 - Sound/listening
 - Meditation
 - Diaphragmatic/Deep Breathing exercise
 - Loving-Kindness meditation exercise
 - Imagery
 - Prayer

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"Get outside of self"
 "Awareness of here & now"
 - sights, sounds



Cognitive Philosophical
 Training and Using your Healthy and Wise Mind

"All we are is the result of what we have thought"
 - The Dhammapada

Every problem can be laid to a restriction of human consciousness - Joseph Campbell

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① PRACTICE EMOTIONAL AWARENESS - AVOID NUMBING
 ② COGNITIVE RESTRUCTURE:

Cognitive
 Training and Using your Healthy and Wise Mind

Practice emotional awareness over numbing

1. Pay attention to your feelings
2. Accept - don't deny that you're having the feeling
3. Name the feeling
4. Don't identify with the feeling - observe and detach from it
5. Identify the "driver" of the feeling
6. Respond to yourself and the feeling in a soothing and loving way

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Cognitive – Philosophical
 Training and Using your Healthy and Wise Mind (continued)

☑ **Cognitive restructuring**

1. Catch the negative and irrational, stressful thoughts
2. Recognize distortions and inaccuracies
3. Replace with a more realistic, valid, healthier thought

(Two levels:

- Psychological – Especially – concerning "helping relationships"
- Mythical/Philosophical)

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Cognitive – Philosophical
 Training and Using your Healthy and Wise Mind (continued)

☑ Interrupt negative or self-defeating, worrying, repeating thought patterns with simple statements to refocus self

- Stop.....Calm.....Focus
- If you can change it, why worry? If you can't change it, why worry?

☑ Simple self-reminder statements:
 "Love each day" (Sufjan Stevens, sort of)

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Cognitive (Cultural Impact)

Our culture bombards us with messages that the most important things in life are:

- ☑ Money
- ☑ Material possessions
- ☑ Status
- ☑ Power
- ☑ Achievements and accomplishments
- ☑ Attractiveness
- ☑ Sex

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Cognitive: Alternative Core Beliefs

- ☉ Accepting death
- ☉ Finding meaning
- ☉ The multidimensional and higher self
- ☉ The sacredness of others
- ☉ A higher force
- ☉ The primacy of love

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"Material success has brought us to a strange spiritual and material bankruptcy"

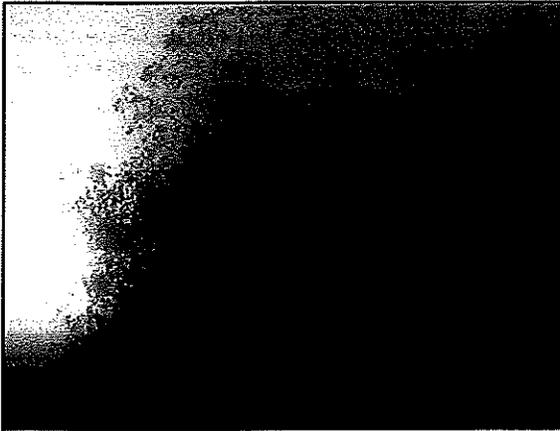
"We must bring back into society a deeper sense of the purpose of living." -- Ben Okri

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Personal Dreams

What were your dreams and passions that brought you into this work?

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“May I have the courage today
To live the life that I would love,
To postpone my dream no longer
But do at last what I came here for
And waste my heart on fear no more.”

--John O'Donahue, from 'A morning offering'

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Your Healthy and Wise Mind

Regain your perspective

☒ Self-questioning

- Instead of “What needs to be done?”
- “What is the best use of my time?”
- “What is worth doing?”
- “What renews my energy and hope?”
- Meta-Question: “How, then, shall I live?”
- How do I want to be in my work life?

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Physical

- ☑ Progressive muscle relaxation
- ☑ Exercise
- ☑ Yoga
- ☑ Accupressure
- ☑ Body scan

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Experiencing, Working and Living with Gratitude

- ☑ Individual benefits:
 - Higher life satisfaction
 - Optimism
 - Energy
 - Sense of connections
 - Improved cardiovascular and immune functioning
 - Longer life (Kern, 2006)

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* Gratitude

Experiencing Gratitude

- ☑ Today, reflect and think of one thing about your work (including colleagues, clients, etc.) that brings you joy, meaning, or gratitude
 - What are you grateful for?
- ☑ Tomorrow, do the same reflection, but be aware of something new
- ☑ Try this for a week....
- ☑ For a month....

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① Personal life?

② Professional life?

"Oh, you hate your job? Why didn't you say so? There's a support group for that. It's called EVERYBODY, and they meet at the bar."
--Drew Carey

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Gathering Social Support

- Who can you talk to about your dreams and joys, your stresses and your concerns, related to your work? (At least one person in your agency)
- Can you ask at least one (or two... or three...) to be a "balance or centering buddy" - someone you can talk with on a regular basis to help you stay on a path of enjoying and not burning out on your work?

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Setting Boundaries

- Defining your "Compassionate Boundaries"
- Saying no
- What boundaries do you need?

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Other Renewal and Self-Care Strategies

☒ What else do you do, or could you do, to bring yourself renewal and to enhance your resiliency to burnout?

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Creating Mini-Retreat Rituals for Renewal, Meaning, and Spirit

- ☒ Make a daily intention on your trip to work
- ☒ Deep breathing when computer boots up
- ☒ Reminder to see and greet the good and sacred in others when passing through office doorway
- ☒ Repeat sacred word on first three rings of phone
- ☒ Remember your meaning and values when you pull down new emails
- ☒ "Cigarette breaks for the soul"

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Taking BREATHE to the next level

➤ As team leaders, what we can do to reduce burnout

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But first: an appreciative inquiry

- Think about a time when you were feeling most engaged in your work – happy, excited about what you were doing.
- Briefly write about that time...

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Then,

- Without being modest, what was it about you that allowed that to happen
- What was it about other people?
- What was it about your organization/setting?

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Small group #1

- Share your stories
- What common themes do you hear across them?
- How would these themes be similar or different for your team members?

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Reduce Role Ambiguity and Conflict

- ☞ Do employees know what is expected of them at work?
 - Clear job descriptions
- ☞ Do they have resources to complete the job?

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Make Employee Wellness an Explicit Goal and Develop a Specific Protocol

- ☞ Hypocritical? Embrace wellness for our consumers but not for our own staff?
- ☞ Recovery: Scarce or abundant?
- ☞ Falloot (2001) - Community Connections
 - Staff support essential - not luxury
 - Staff support is an organizational obligation
 - Should be more than a philosophy on paper, but be evident in everyday work of the organization
- ☞ Add a similar statement that Staff Well-Being is an Essential Part of your Team (or Agency) Mission or Values
- ☞ Develop a specific plan or protocol to support wellness

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Provide Opportunities for Individual Burnout Prevention

- ☞ Create time and place to learn and practice, e.g.,
 - Staff retreats or "training self-care workshops"
 - DBT model:
 - A weekly DBT team consultation meeting devoted, which begins with 10-15 mindfulness practice.
 - Each week, a different staff researches, teaches and presents a mindfulness exercise that the entire group then practices.

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**Consciously Create a Sense of Community:
A Positive Organizational Culture and Climate**

- ☛ Interlocking individual/team/organizational mission and value statements (adapted from Robey et al.)
 - Review team or organizational mission
 - Reflect/write about a time when most engaged and alive at work
 - Reflect/write about your personal values
 - Write your personal mission statement
 - Reflect on times when your organizational and personal missions feel most in synch
 - Make revisions in either as needed

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**Consciously Create a Sense of Community:
A Positive Organizational Culture and Climate**

- ☛ Recovery
- ☛ Person-centered
- ☛ Deep regard and compassion
- ☛ Celebratory
- ☛ Focus on facilitating and supporting consumer well-being
- ☛ Focus on results, effectiveness
- ☛ Strive to improve
- ☛ Participatory and valuing of all members
- ☛ Fun
- ☛ What values do you want to affirm for your team?

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^ APPRECIATIVE INQUIRY ^

**Consciously Create a Sense of Community:
A Positive Organizational Culture and Climate**

- ☛ Create positive and meaningful talk
 - Communication basics and rules
 - Appreciative check-in
 - Go around: each person says one thing that they are happy or feeling positive about
 - Appreciative de-briefs
 - Go around: each person says one word describing his or her feelings, when they started the meeting, and how they are now

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^
 → NAME ONE THING YOU'RE HAPPY ABOUT!

**Consciously Create a Sense of Community:
A Positive Organizational Culture and Climate**

- ☒ Days and times for retreat and reflection
- ☒ Fun days

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Build Staff Competency

- ☒ EBP fidelity
- ☒ Provide and support basic and continuing training/learning community
 - Within team mini meetings/ Off-site training
- ☒ Provide regular, quality clinical supervision
 - Also reduces burnout, turnover, and increase satisfaction (Mor Barak et al., 2009)
 - Supervision basics

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Supervision Basics

- ☒ Be supportive
- ☒ Be positive
- ☒ Be fidelity-based and outcome driven
- ☒ Be constructive
- ☒ Be collaborative
- ☒ Be regular and consistent
- ☒ Be focused on next steps and timelines

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Group Supervision Ideas: Linda Carlson

- ☒ Structured, reliable intervals
- ☒ Client-centered clinical supervision
- ☒ Format
 1. Hand out assessment
 2. What do I need?
 3. Thumbnail sketch case presentation
 4. Questions only time
 5. Brainstorming suggestions
 6. Review list (with consumer) - select strategy
 7. Supervisor follow-up

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Provide Support

- ☒ Provide regular supervision
- ☒ Peer supervision

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“BALINT GROUPS”

Peer Supervision

- ☒ Balint groups – long history among physicians
- ☒ Features:
 - Regular group meeting among peers
 - Often a facilitator
 - Case presentations about a particular client
 - Group qualities: confidential, cohesion, trust
 - Emphasis is on understanding provider-client relationship through understanding provider's perceptions and feelings
 - Goal: improve provider's care and connection
- ☒ Some evidence to support higher satisfaction and better care

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Practice Gratitude Supervision

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“COLLABERATIVE DOCUMENTATION”

Help Reduce Overload

- ☞ Be an advocate for sustainable responsibilities and expectations
- ☞ Provide and reinforce structures that help workload:
 - regular and efficient ACT meetings
 - staff weekly schedules
 - blocked time for other activities
 - support collaborative documentation strategies
- ☞ Ensure fairness and accountability for all to avoid drag on good employees
- ☞ Establish healthy norms around communications, electronics, meetings, on-call
 - Self-monitor
- ☞ Help and practice Goal Setting and Prioritizing
- ☞ Experiment with Voluntary Simplicity

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Solve Problems in Participatory Fashion

- ☞ General supportive principles
 - Normalize
 - Give permission and empower staff
 - Try to get admin support
 - Need time and forum

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Processes

- ☼ CQI: Continuous Quality Improvement
 - Identify and describe/understand problem
 - Brainstorm solutions
 - Pick one and implement
 - Evaluate and, if needed, revise
- ☼ JDI: the Nike approach

"JUST DO IT"

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"GROUP CONSCIENCE"

Prevent and Positively Resolve Staff Conflicts

- ☼ Preventative strategies
- ☼ Expectations
- ☼ Psychoeducational
 - Assess and discuss style differences
 - Teaching skills to staff:
 - Emotional Regulation
 - CBT: Ladder of inference
 - Empathy building
 - "Hot conflicts"

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Edmondson & Smith (2003) Approach:

- ☼ Engaging Hot Conflicts to Make Better Decisions and Build Resilient Management Teams
 - People repeat same points over and over
 - When at an impasse, discussion (and thinking) goes personal
 - Once personal, emotions take over, conflict escalates, progress evaporates

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Three Practices to Cool Hot Conflicts

- ☞ Manage self
 - Reflect
 - Reframe
- ☞ Manage conversations
 - Explore different beliefs
 - Acknowledge emotional reactions openly
 - Explore and identify competing beliefs
- ☞ Manage relationships
 - Build trust
 - Invest in key relationships
 - Develop ability for team to "map" interaction dynamics
- ☞ Caveats
 - Individual and dyadic meetings

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Foster Autonomy

- ☞ Autonomy major determinant of burnout and satisfaction
- ☞ Foster to extent possible within job duties
- ☞ EBP X Autonomy dilemma
- ☞ How can we foster autonomy within ACT while ensuring fidelity and smooth team operations?

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Pay Attention to Burnout, Engagement, Job Satisfaction

- ☞ Individuals
 - Ask and discuss regularly as check-ups and check-ins
- ☞ Team
 - Again, a regular check-in
 - Use of scales to measure

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Don't Forget About Yourself

- ⦿ Challenges of being a team leader
- ⦿ Key strategies
 - Develop your own burnout prevention plan
 - Goal/priority setting and scheduling
 - Set limits and voluntary simplicity
 - Collaboration with the team
 - Who do you get support from?

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~~Summary: A Baker's Dozen List of Team Leader Principles for Reducing Burnout and Turnover~~

1. Mindful selection of employees
2. Provide clear descriptions of jobs and roles
3. Make employee wellness an explicit goal and develop a protocol
4. Provide opportunities for staff to learn and practice wellness and burnout prevention skills
5. Consciously create a positive and meaningful team culture
6. Build staff competencies
7. Provide support
8. Help reduce overload
9. Solve problems in a participatory fashion
10. Prevent and resolve staff conflicts
11. Foster staff autonomy
12. Pay attention to burnout, work engagement, satisfaction
13. Don't forget about yourself!

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Putting it all together

- > What are 3 things you can do with your team/at your agency?
- > What are some concerns you have?
- > Share potential solutions

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For more information:

Gary Morse, Ph.D.
Places for People
gmorse@placesforpeople.org
314-772-8801

Michelle Salyers, PhD
Department of Psychology, IUPUI
mpsalyer@iupui.edu
317-274-2904

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COGNITIVE RESTRUCTURE -

Illustrations of common thoughts that can contribute to burnout

1. No one said anything (acknowledged, recognized, thanked me for) all the time and work that I've been doing.
2. Management (my supervisor, my team, my client) didn't follow my advice (initial actions) even though they asked for my opinion/help (they don't value my opinion).
3. I can't delegate an assignment (or ask for help) because I'm a supervisor (leader) and I need to set a good example for other staff.
4. I wanted (asked for) help and no one did what I needed.
5. I can't take some time off now (even though I really need it) because it's too busy and others need me (or, I need to set a good example).
6. No matter what I've tried and done, my client isn't getting better (the organizational or personnel problems are persisting or even getting worse).
7. No matter how much and how hard I work, it doesn't seem to matter. There's always more work, more problems.
8. I bust my butt around here, but so-and-so gets as much or more praise and money than I do (or, so-and-so slides by not doing his/her job and no one does anything about it).
9. I work really hard and do a great job overall and the thing my supervisor focused on was one problem (which was blown out of proportion).
10. I've done so much for that client, and he/she is always complaining (and cussing me out).
11. I busted my rear getting things going and now they're changing directions.
12. I did all this prep work and am really excited about the project but half the people didn't even come to the meeting (and some of the people who were there didn't seem very interested or excited).

**Team Member Behaviors
That Promote Productivity**

- **Starting and ending on time**
- **Engaging in participation/balancing participation**
- **Listening respectfully**
- **Keeping others involved/Asking others what they think**
- **Staying engaged/Keeping discussion focused; staying on topic/avoiding repetition**
- **Expressing feelings in a constructive way**
- **Providing positive feedback**
- **Having optimism, hope**
- **Asking questions that will improve everyone's understanding of an idea/communicating effectively**
- **Building on others' suggestions/making others better/having a commitment to one another**
- **Appreciating the strengths of others**
- **Reinterpreting ideas you don't like as ideas you need to better understand**
- **Being at ease with opposite views and opinions**
- **Suggesting new ideas**
- **Summarizing what was said/using reflection**
- **Being prepared**
- **Having self-awareness**
- **Monitoring team process and suggesting ways to move the team forward**
- **Offering and using data and facts**
- **Following through with Action plans**
- **Volunteering for assignments or helping others**
- **Being flexible; being willing to go outside comfort level**
- **Providing your expertise to solve problems**
- **Testing for consensus**
- **Sharing resources**
- **Showing patience in dealing with complex problems**
- **Celebrating often**
- **Turning electronics off**
- **Having inner-strength**
- **Having a sense of purpose**
- **Including humor**

**Team Member Behaviors
That Hinder Progress**

- **Interrupting**
- **Repeating your own ideas over and over**
- **Recycling decisions already made**
- **Withdrawing or resisting/not participating**
- **Holding disagreements for discussion outside of meeting**
- **Disagreeing without offering alternative suggestions/disagreeing**
- **Criticizing others' ideas ARC**
- **Negativity**
- **Complaining**
- **Refusing to let go of a dead-end idea or opinion**
- **Inflexibility**
- **Dominating a discussion**
- **Disrupting the meeting – side conversations, texting, electronics**
- **Being off topic**
- **Showing disapproval without addressing it**
- **Not being open about concerns**
- **Dodging discomfort**
- **Not feeling psychologically safe**
- **Not trusting**
- **Giving up**
- **Showing Passive Aggressive Behaviors**
- **Not paying attention**
- **Not participating**
- **Faking support and just being there ARC**
- **Faking empowerment**
- **Having low transparency**
- **Blaming others**
- **Lacking empathy**
- **Using sarcasm**

ARC Toolbox Response Only

Clinical Support Staff Response Only

Response received from Clinical Support Meeting and is on the ARC Toolbox worksheet

Example 1:

Week of: 5/21/12
Weekly Priorities

Monday

Tuesday

Wednesday

Thursday

Friday

Today's Priorities

- Goals:**
- Prep IMR training
 - CQI TMACT report plan
 - Outcome planning

Necessities:

- Review billing
- Client QA
- Review new HR policies
- Audit prep
- Performance appraisal – RN
- Review various emails & memo

Appointment/Commitments

Monday	Tuesday	Wednesday	Thursday	Friday
8 MD Consult	8	8	8	8
9	9 Meet Clinical Director	9	9	9 Home visit - TM
10 RW supervision	10 Home visit - RK	10 MH Spec super	10 Voc super	10 Peer Spec super
11 Daily meeting	11 Daily meeting	11 Daily Meeting	11 Daily Meeting	11 Daily Meeting
12	12	12	12 Team meeting	12
1 Home visit - GR	1 TXP/TP meeting	1 Agency CQI meeting	1 Team mtg (non clinical)	1 TXP/TP meeting
2 Home visit - SL	2	2	2 Home visit - AA	2
4	4	4 SA Spec supervision	4	4
5	5	5	5	5
6	6	6	6	6
7	7	7	7	7
8	8	8	8	8



A Brief Burnout Measure

Please rate each item below on the following 1 to 5 scale, as it best represents your experience.

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

1. I get a chance to participate in decisions that affect my work

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

2. It's easy to get things done around here without a lot of barriers or administrative hassles

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

*3. There is significant uncertainty and ambiguity about staff roles and who's supposed to do what

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

4. I feel like I get the support I need from the team and supervisor

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

5. I feel competent to do my job

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

6. I get the training and information I need to do my job

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

7. My team is a fun group to be part of

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

8. My work fulfills my sense of purpose and meaning

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

9. I have the autonomy and flexibility to do my job in the ways that I need

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

*10. There are significant resolved conflicts among the staff

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

*11. I feel overloaded in my job

1 2 3 4 5
Strong disagree Somewhat Disagree Mixed/Neutral Somewhat agree Strongly agree

The three things I would like to see changed to improve my work and job are:

- a. _____
- b. _____
- c. _____

The three things I find most satisfying about my job are:

- a. _____
- b. _____
- c. _____

Attention scorers: * Items (3, 10, 11) are reversed scored (i.e., 5=1, 4=2, 3=3, 2=4, 1=5)